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Executive Registry
77-1855/4

2 August 1977

MEMORANDUM FOR: CIA Planning Board Principals

SUBJECT : Standardized Community Collection Strategy Report (C)

1. (C) All source collection strategies can be quite useful. Dealing with the interrelationships of sources and with source potential and performance, the strategies focus on the adequacy of reporting coverage given a particular problem or situation. This in turn either reassures the Intelligence Community and our customers or points out the possible need for remedial action. The action options for improving reporting can be spelled out in terms of potential benefit, likelihood of success, cost/risk, and timeliness of expected response.

2. (C) Collection strategies can be used for various purposes. They have, for example, been developed for Key Intelligence Questions. KIQ Strategies were and are meant to outline areas where attention will be focused during the following year or so and to record related Agency commitments. Collection profiles -- sometimes strategies -- have been developed in response to most of the "local war" kinds of situations which have occurred so frequently in recent months. The IC Staff paper -- Standardized Community Collection Strategy Report -- can be useful in reminding those concerned of the elements of a useful strategy, especially those developed in "crisis situations" when quick Community appraisals are required.

3. (C) During the past months there have been too many examples of crises and mini-crises impacting on CIA and the Intelligence Community that might have been handled in a much more efficient manner than was actually done. Various organizations and individuals worked on differing collection profiles and strategies, often using differing terms of reference, and sometimes without a clear purpose in mind. Coming at the time of new leadership both in the Intelligence Community and the White House, the Community's overly ad hoc approach may well have created:

- doubts about how well collection and production assets both within the Agency and Community are being coordinated and by whom;

IMPDET (2) CL BY 18558

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- unclear understandings as to what kind and quality of coverage can and cannot be supplied by the Intelligence Community given the parameters of the problem including the timeframe indicated; and
- given the above concerns, a danger that top officials may call for actions which are unnecessary, already underway, unlikely to be cost effective, or even counter productive.

4. (C) Given the commendable purpose of the IC Staff paper, it is regrettable that in its present form its ponderous presentation suggests to many reviewers that implementation would involve additional paper work without improving the collection strategy process. For this reason, I strongly recommend that the next draft be greatly simplified. There is no reason for much of the redundancy that occurs between the summary assessment, section I, and the collection strategy, section II. A real checklist might be helpful. A mockup or strawman related to some recent situation might be prepared to better illustrate that a fairly simple concept is being proposed. In any case, the collection strategy report format suggested is too complicated.

5. (C) The draft proposal also leaves a number of important questions unanswered:

- What group or organization will be coordinating the development of the Community collection strategy reports?
- How will the preparation of the strategy be managed? What will be the entry points for contributions from various agencies?
- A useful strategy requires close cooperation between analysts, guidance staffs, and resource and program managers. How will that interaction be arranged and orchestrated?
- How will the choices between collection improvement options be considered? Who will determine what options to recommend to the Director? Who will interact with the policymaker to determine if it is worth the costs involved to increase collection?

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Assistant Comptroller
Requirements & Evaluation

LOG NO:

2685

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Collection Strategies

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) Standardized Community Collection Strategy Report

FROM:

Assistant to the Acting DDCI

EXTENSION

4055

NO.

DATE

5 August 1977

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Deputy to the
DCI for the Intelligence
Community
- 2.
- 3.
- 4.
- 5.
- 6.
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- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Attached are some comments worked up by the Comptroller/R&E concerning the draft CCSR. Jack has not seen either your request or the R&E comments. I believe most of what you will be interested in will be in paragraphs 4 & 5.

I understand the DDI also has sent you a memorandum.

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BEI

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